



DEPARTMENT OF THE AIR FORCE  
AIR UNIVERSITY  
AIR WAR COLLEGE  
MAXWELL AIR FORCE BASE, AL 36112-5522

Executive Registry		STAT
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Dr. Robert M. Gates  
Deputy Director of  
Central Intelligence  
Central Intelligence Agency  
Washington DC 20505

8 AUG 1986

Dear Dr. Gates

I am very pleased to invite you to the Air War College to address the Class of 1987 on "Intelligence and the Policy Process" at 10:00 a.m. on Wednesday, September 3, 1986. We have scheduled 45 minutes for your presentation and an additional 45 minutes for discussion and questions. Following your presentation, we would appreciate your attendance at a luncheon with a group of our students. Attachment 1 reflects the desired scope of the presentation.

Most of our students are colonels and lieutenant colonels or their naval equivalents from the US Armed Forces, primarily the Air Force. We also have civilians from US government agencies and several international officers representing their countries.

Our Visitors' Bureau will contact you to coordinate travel arrangements. Colonel George Allen can provide any additional information or assistance. His telephone number is (205) 293-2127.

We appreciate your interest in the Air War College and look forward to your visit.

Sincerely

*Harold W. Todd*  
HAROLD W. TODD  
Major General, USAF  
Commandant

1 Atch  
Scope Sheet IP 2123

*Cpt Hilley*  
(205) 293-2492



(1L-1D)

INSTRUCTION PERIOD 2123

TITLE: INTELLIGENCE AND THE POLICY PROCESS

INTRODUCTION: Intelligence supports the policy process; it is the prelude to decisions and a guide to action. However, the relationship between the two is not a simple one. Intelligence inputs come from a variety of organizations and institutions. Assessments of a situation, particularly in the absence of much hard information, may differ, thus forcing the decisionmaker to choose among evaluations. The outlooks of policymakers can even affect the sort of situations to which analysts pay attention or the kind of information to which they attach the heaviest weight. This instruction period will look at the complicated interaction of intelligence and the policy process.

OBJECTIVE: To comprehend the role and influence of intelligence information and of such organizations involved in the policy-making process.

DESIRED LEARNING OUTCOMES (Students should be able to):

1. Describe the roles of the "intelligence community" in the policy process and the formal and informal agencies of government directly involved.
2. Explain the impact of national estimates on policymaking and discuss the methods by which interagency disagreements are resolved.
3. Identify current intelligence issues (e.g., executive direction, protection of sources and methods, covert action, oversight by congress, "failures" to anticipate major events, efforts to rebuild clandestine capabilities, media pressures, etc.)

ASSIGNED READINGS:

1. Lyman B. Kirkpatrick, Jr., "The Intelligence Community" National Security Affairs (New York: National Strategy Information Center) 1982, excerpt of article, pp. 259-272.

ADDITIONAL READINGS:

- \*1. "Controversy Over Legislative Limitations on Covert US Intelligence Operations: Pro and Con," The Congressional Digest, Vol 59, No 5 (May 1980): pp. 131-160.
- \*2. Thomas K. Latimer, US Intelligence and the Congress," Strategic Review (Summer 1979): pp. 47-56.
- \*3. Richard K. Betts, "Analysis, War and Decision: Why Intelligence Failures are Inevitable," World Politics, (October 1978): pp. 61-89.

\*Not included in Instruction Circular.

**EXECUTIVE SECRETARIAT**  
ROUTING SLIP

*(Handwritten initials)*

TO:

		ACTION	INFO	DATE	INITIAL
1	DCI				
2	DDI		X		
3	DDIR				
4	D/ICS				
5	DDI				
6	DDA				
7	DDO				
8	DDS&T				
9	Chm/NIC				
10	GC				
11	IG				
12	Compt				
13	D/OLL				
14	D/PAO	X			
15	D/PERS				
16	VC/NIC				
17	C/S		X		
18					
19					
20					
21					
22					

SUSPENSE \_\_\_\_\_  
Date \_\_\_\_\_

Remarks

*(Signature)*  
Executive Secretary

13 Aug 1986  
Date

### DCI/DDCI's SCHEDULING

Request for ☐ Courtesy Call  
☐ Lunch      Make a speech  
                                 on intelligence and the  
☐ Dinner      policy process

Name/Organ: Air War College  
Maxwell Air Force Base - Alabama

Date: Tuesday, 9 Sept

Time: 10 - 12

Location:

Attendees:

*18 Sept?*  
*Wed 19 Sept*  
*10:30*

Remarks: SAME WEEK (on Friday) you are committed to speak  
to the AirForce dining out group at Ft Myer.

Point of Contact:

Neil Huntley (205) 293-7315

*✓ 3/4 Sept*  
*10:30 Oct 7*  
*6-21 Sept*  
*Dallas*

### DCI/DDCI's DECISION

☐ OK to Schedule

☒ DO NOT SCHEDULE

☐ Include following people:

*See if can schedule*  
*week before or week*  
*after.*